



DEBRA BOWEN | SECRETARY OF STATE | STATE OF CALIFORNIA
MANAGEMENT SERVICES | CONTRACT SERVICES
1500 11th Street, Room 460 | Sacramento, CA 95814 | Tel (916) 653-5974 | Fax (916) 653-8324 | www.sos.ca.gov

REQUEST FOR OFFER

RFO #: 08-029

For:

**VoteCal Statewide Voter Registration System (VoteCal)
Project Management Consulting**

For: Information Technology Consulting Services (Category 1B)

Date: May 13, 2009

You are invited to review and respond to this Request for Offer (RFO). To submit an offer for these goods and/or services, you must comply with the instructions contained in this document as well as the requirements stated in the State's Scope of Work (SOW), Attachment A and B. By submitting an offer, your firm agrees to the terms and conditions stated in this RFO and your proposed Master Services Agreement (MSA) contract.

Read the attached document carefully. The RFO due date is: **Friday May 29, 2009**, at **4:00 p.m.** Responses to this RFO and any required copies must be submitted by mail, clearly labeled to the department contact noted below.

Department Contact:

Maria Harris, Contract Administrator
Secretary of State
1500 11th Street Room 460
Sacramento, Ca 95814
(916) 653-5974
Fax (916) 653-8324
Contractservices@ss.ca.gov

A. General Information

1. Background and Purpose of the RFO

The Secretary of State (SOS) has released this Request for Offer in order to solicit for Project Management Consulting Services. The SOS Information Technology Division (ITD) is seeking a Project Manager for the HAVA Statewide Voter Registration Database Project. A Project Management Professional (PMP) certification is required. The Project Manager will coordinate with the SOS' Project Management Office and SOS HAVA Statewide Voter Registration Database System Integration contractor project manager as well as manage the ITD project tasks and resources to insure successful completion of all project deliverables. Further detailed information to be found in the State's Scope of Work (SOW). This contract is anticipated to be awarded June 2009. The duration of the VoteCal Project is expected to be complete in December 2012.

The SOS has also engaged separate contractors for Independent Verification and Validation (IV&V) and Independent Project Oversight Consultants (IPOC). Contractors awarded all of these contractors are prohibited by conflict of interest guidelines from engaging for other contracts related to this project.

Background

On October 29, 2002, the Help America Vote Act (HAVA) adopted by Congress became law. HAVA mandates that each state implement a uniform, centralized, interactive, computerized voter registration database that is defined, maintained and administered at the state level. The Secretary of State's office has initiated a project called the HAVA Statewide Voter Registration Database Project to develop operational capabilities to meet the requirements of HAVA.

HAVA requires a database, which must contain the name and registration information of every legally registered active or inactive voter in the state. Unlike the current Calvoter database, this system will constitute the official record of all registered voters. It must serve as the single system for storing and managing the official list of registered voters in the state. In addition, it must be the official registration list for conducting all federal elections, which occur in March and November of every even-numbered year and whenever a midterm vacancy occurs.

HAVA also imposes new requirements on voters, state and local elections officials, DMV, the California Department of Corrections (CDC), and the Department of Health Services (DHS).

Description Of Project To Be Overseen

This project will develop a Statewide Voter Registration database and system that is fully compliant with the requirements of the 2002 Help America Vote Act (HAVA). This system will be a single, uniform, official, centralized, interactive and secure computerized statewide voter registration list defined, maintained and administered at the State level that will serve as the official list of registered voters for the conduct of all elections.

As required by HAVA, the system must include electronic data interfaces for exchange of data with the Department of Corrections, the Department of Health Services, the Department of Motor Vehicles, as well as other state agencies. The system must also be compliant with California's "motor voter" law seeking voter registrations when individuals visit or do business at DMV offices. It will also include an interface with the Department of Motor Vehicles for verification of registrant identity, including Driver's License or State ID number and the last four digits of the Social Security number as required by HAVA.

The system will include an interface for county/local elections management software/systems to add, delete and update voter registration and related data electronically. That interface will also

allow electronic read access to the voter registration and related data for use by the county/local election management systems. There will be an additional graphical user interface for county/local election officials to add, delete, update and review voter registration and related data manually.

Lastly, there will be a secure Internet web-based interface for the public such that individuals can access only their personal voter data, including but not limited to:

- Current registration and party affiliation
- Assigned precinct and polling place
- The political jurisdictions in which the voter resides
- The upcoming local elections for that voter, as well as historic local elections for that voter's jurisdictions.
- Sample ballot and voting system instructions for upcoming elections

The project has been undertaken as a business-based procurement for a system integrator which will perform all development and implementation tasks and will be responsible for providing and installing all hardware and software. The project has been approved to proceed through the procurement phase, but must obtain separate approval before award of the contract for the system integrator.

2. Key Dates

It must be understood that time is always of the essence, both for the RFO submittal and contract completion. Offeror's are advised of the key dates and times shown below and are expected to adhere to them.

<u>Event</u>	<u>Date</u>
1. Release of RFO	5/13/09
2. RFO Response Submission Due date (and time)	5/29/09 4:00 p.m.
3. Contractor Presentations and Interviews (as appropriate)	6/3/09-6/12/09
4. Anticipated Contract Award	6/19/09

3. RFO Response Requirements

This RFO and the offeror's response to this document will be made part of the ordering department's Purchase Order and procurement contract file.

Responses must contain all requested information and data and conform to the format described in this section. It is the offeror's responsibility to provide all necessary information for the State to evaluate the response, verify requested information and determine the offeror's ability to perform the tasks and activities defined in the State's Scope of Work, Attachment A and Cost Worksheet, Attachment B provided as required below.

The offeror must submit four (4) copies of their response to the department contact name and address contained on the cover sheet to this RFO.

4. RFO Response Content

The majority of the information required to respond to this RFO is contained in the State's Scope of Work, Attachment A and Cost Worksheet, Attachment B. However, responses submitted to this RFO must include a cover letter with the following identification and contact information:

1. Company name, mailing address and telephone number.
2. Name and e-mail address of contact person.
3. Master Services Agreement (MSA) number.
4. Submission date of the proposal.
5. Federal Employer Identification Number.
6. If applicable, Disabled Veteran Business Enterprise self-certification or identification of, and tasks/percentages, for disabled veteran business enterprise sub-contractor(s).
7. If applicable, Small Business Certification number.
8. A duly authorized representative of the vendor must sign the proposal certifying that the proposal is a valid and binding offer and that he/she is authorized to sign the proposal.

Responses to this RFO must also include:

- a) Copy of Master Services Agreement between offeror and Department of General Services for Information Technology Consulting Services.
- b) Response to State's Scope of Work, Attachment A:
The offeror's "Statement of Work" responds to the State's Scope of Work and will be used to evaluate responsiveness to requirements. This Statement of Work response must map each task/deliverable item back to the Attachments. The response must include any additional information that the offeror deems necessary to explain how the Contractor intends to meet the State's requirements. The Statement of Work needs to contain the following as appropriate:
 1. Overview of the required tasks and outcomes,
 2. Description of how the tasks will be performed,
 3. Work plan for each task, including sub-task description,
 4. Samples of work from other projects, or outlines of what deliverables are proposed for the required Tasks,
 5. Organization chart that identifies the proposed contract team,
 6. Resumes for each identified member of the contract team, detailing experience meeting the State's requirements,
 7. Any other requirements shown in the State's Scope of Work document.
- c) Response to Cost Worksheet, Attachment B.
If cost only, this Attachment will outline the costs required to be provided by the offeror. If best value, this Attachment will detail the staff hours by classification, hourly rate per classification, by task(s) and deliverable(s), see format in Attachment B. These costs must map by each classification to the offeror's Statement of Work.
- d) California Disabled Veteran Business Enterprise (DVBE) Program Requirements:
The State has established goals for Disabled Veteran Business Enterprises (DVBE) participating in State contracts. Please review the attached DVBE program requirements package. The offeror must complete and return all the appropriate pages in order for the bid to be considered responsive

An explanation of the Disabled Veteran Enterprise Program (DVBE) requirements can be found at the Internet web site www.pd.dgs.ca.gov/dvbe/default.htm. Select "DVBE Resource Packet" under "Related Links".

The Secretary of State hereby waives the requirement of Advertisements as part of Option B, Good Faith Effort.

The DVBE package and the required submittal forms can be found at the Internet website: www.documents.dgs.ca.gov/pd/delegations/DVBEPckt2.doc

5. Presentations and/or Interviews

The Secretary of State's Office, at its discretion, may request a presentation and/or interview from any or all offeror's. In the event presentations and/or interviews are request, the Department Contact will contact the offeror to schedule a time for the presentation and/or interviews to occur between June 3, 2009 and June 12, 2009. The offeror's proposed key project staff identified on the Organization Chart must be in attendance.

6. Review of Offers for Award

Responses to this RFO will first be reviewed for responsiveness to the requirements of Attachment A and B. If a response is missing information required in either Attachment it may be deemed not responsive. Further review is subject to department's discretion.

Award of a contract resulting from this RFO against a MSA contract will be based on a "best value" method that includes cost as a factor.

The following the criteria and corresponding points that will be used to determine the winning offer.

Administrative Criteria	20%	60 points
Technical Criteria	40%	120 points
Cost	<u>40%</u>	<u>120 points</u>
Total	100%	300 points

Administrative Criteria:

- The Organization Chart identifies all proposed project team members and tracks each person to the pertinent task – 25 points maximum
- Resumes are included for each proposed project team member. They should describe the experience levels in detail and support the Statement of Work. The more experience that supports the Statement of Work the more points that will be given – 35 points maximum

Technical Criteria:

- Outlines and examples of deliverables from other projects are acceptable and support the Statement of Work – 20 points maximum
- Proposed Tasks and Deliverables accomplish the project goals – 50 points maximum
- Work Plan supports the Tasks and Deliverables proposed in the Statement of Work – 50 points maximum

Cost Criteria:

The "Best Value" calculation, which will be used, will be as follows:

$$(\text{Bid Price} \div \text{lowest bid}) = \text{ ___\% } \text{ ___\% } \times 120 = \text{cost points}$$

Example:

	<u>Offer 1</u>	<u>Offer 2</u>	<u>Offer 3</u>
Admin Score	30 pts	40 pts	54 pts
Tech Score	<u>82 pts</u>	<u>95 pts</u>	<u>86 pts</u>
<u>Total Points</u>	112	135	140
Cost	<u>\$330,000</u> <u>\$285,000</u>	<u>\$285,000</u> <u>\$285,000</u>	<u>\$420,000</u> <u>\$285,000</u>
Cost points	.86 x 120 = 103.2	100 x 120 = 120	.68 x 120 = 81.6
Grand Total	112 + 103.2 = 115.2	135 + 120 = 255	140 + 81.6 = 221.6

In this example, the award goes to Offer 2 as the response that scored the highest points from amongst the Administrative and Technical Criteria as shown in the RFO, combined with the calculated Cost points.

B. Secretary of State Additional Terms and Conditions

Please note the following additional term and conditions listed below will appear as Exhibit C, Secretary of State Additional Terms and Conditions, of the awarded contract:

1. Amendments

The Secretary of State (SOS) reserves the right to amend the scope of work, increase the cost and/or extend the term of the agreement, based upon the SOS's need for completion of services and will be based on the original rate received and identified in the contract.

2. Hatch Act

The provisions of the federal Hatch Act shall apply to employees working for state and local entities receiving HAVA funds. The Hatch Act may be reviewed at http://www.osc.gov/documents/hatchact/ha_sta.pdf.

3. Funding

A. If funding for any fiscal year is reduced or deleted by the Budget Act for purposes of this program, the State shall have the option to either cancel Agreement with no liability occurring to the State, or offer an Agreement amendment to County to reflect any reduced amount.

B. Agreement is subject to any restrictions, limitations or conditions enacted or promulgated by the United States Government, or any agency thereof, that may affect the provisions, terms or funding of Agreement in any manner.

4. Commission, Percentage, Brokerage, or Contingent Fees

The Contractor warrants by execution of Agreement, that no person or selling agency has been employed or retained to solicit or secure this contract upon agreement or understanding for a commission, percentage, brokerage, or contingent fee, excepting bona fide employees or bona fide established commercial or selling agencies maintained by Contractor for the purpose of securing business. For breach or violation of this warranty, the State shall, in addition to other remedies provided by law, have the right to annul this contract without liability, paying only for the value of the work actually performed, or otherwise recover the full amount of such commission, percentage, brokerage, or contingent fee.

5. **Termination**

Pursuant to federal policy, Agreement may be terminated by the State with 30-day written notice to Contractor.

6. **Debarment and Suspension**

Pursuant to federal law, by signing this agreement or execution of this purchase order the Contractor certifies under the penalty of perjury that the contracting entity is not excluded or ineligible from federal assistance programs and thereby is not on the federal government's list of suspended or debarred entities.

Pursuant to federal law, as a component of the procurement process, the Contractor must review the federal government's list of debarred and suspended vendors and ensure no contract award is provided to a vendor on this list. This list may be viewed at www.epls.gov.

7. **Audit for use of Federal Funds**

Any recipient of federal funds must agree to be audited pursuant to federal and state law. Accordingly, all documents and electronic files must be produced upon request by the auditors.

8. **Application of Federal Office of Management and Budget (OMB) Circulars**

OMB Circular A-133 ("Audits of States, Local Governments, and Non-Profit Organizations"), and OMB Circular A-87, incorporated herein by reference, shall govern with respect to all aspects of this program. The provisions of these circulars may be found at <http://www.whitehouse.gov/omb/circulars>.

9. **Incompatible Activities**

No portion of any HAVA funds shall be used for partisan political purposes. All contractors providing services are required to sign an agreement and abide by the Secretary of States' policy to refrain from engaging in political activities that call into question the impartiality of the Secretary of State's Office, which is detailed below.

**SECRETARY OF STATE POLICY REGARDING POLITICAL ACTIVITY IN THE
WORKPLACE**

The Secretary of State is the state's chief elections officer. It is, therefore, imperative that staff in the Secretary of State's Office, and those who contract with the Secretary of State's Office, refrain from engaging in any political activity that might call into question the office's impartiality with respect to handling election issues. Accordingly, the policy of the Secretary of State's Office with respect to political activity in the workplace, a copy of which will be given to every employee in the Secretary of State's office, is as follows:

A. No employee of or contractor with the Secretary of State's Office shall engage in political campaign-related activities on state-compensated or federal-compensated time, except as required by official duties, such as answering inquiries from the public. This prohibition shall not apply while an employee is on approved vacation or approved annual leave. This prohibition shall not apply to activities engaged in during the personal time of an employee.

B. No employee of or contractor with the Secretary of State's Office shall use any state property in connection with political campaign activities. It is strictly prohibited to schedule political campaign-related meetings or to conduct political campaign-related meetings in state office space, even if after normal working hours.

C. No employee of or contractor with the Secretary of State's Office shall use his or her official status with the Secretary of State's Office to influence political campaign-related activities or to confer support for or indicate opposition to a candidate or measure at any level of government.

D. No employee of or contractor with the Secretary of State's Office may be involved with political campaign-related telephone calls, letters, meetings or other political campaign-related activities on state-compensated or federal-compensated time. Requests by employees to switch to alternative work schedules, such as 4-10-40 or 9-8-80 work weeks, or to take vacation in order to accommodate political campaign-related activities or to attend political campaign functions, will be judged in the same manner and on the same basis as any other requests of this nature (i.e., existing needs of the office and discretion of the division chiefs).

E. The receipt or delivery of political campaign contributions or photocopies thereof on state property is strictly prohibited, as is the use of office time or state resources (e.g., intra-office mail or fax machines) to solicit or transmit political campaign contributions.

F. No employee of or contractor with the Secretary of State's Office may authorize any person to use his or her affiliation with the Secretary of State's Office in an attempt to suggest that the employee's or contractor's support or opposition to a nomination or an election for office or a ballot measure is of an "official," as distinguished from private, character.

G. No employee of or contractor with the Secretary of State's Office may display political campaign-related buttons, posters, or similar materials in areas visible to individuals who are in public areas of the Secretary of State's Office; nor may an employee of or contractor with the Secretary of State's Office display political campaign-related posters or other materials on windows facing out of the state office building.

H. No employee of or contractor with the Secretary of State's Office may use official authority or influence for the purpose of interfering with or attempting to affect the results of an election or a nomination for any public office.

I. No employee of or contractor with the Secretary of State's Office may directly or indirectly coerce or solicit contributions from subordinates in support of or in opposition to an election or nomination for office or a ballot measure.

J. An employee who is paid either partially or fully with federal funds, including the Help America Vote Act of 2002 (HAVA), is subject to the provisions of the federal Hatch Act, and is, therefore, prohibited from being a candidate for public office in a partisan election, as defined in the federal Hatch Act. However, any employee who is to be paid either partially or fully with funds pursuant to HAVA shall first be consulted about the proposed funding and be informed about the prohibitions of the federal Hatch Act. The employee, whenever possible, shall be given the opportunity to engage in employment that does not involve HAVA funding.

Provisions limiting participation in political campaign-related activities as provided for in this policy statement shall be included in every contract with the Secretary of State's Office.

If you have questions concerning these restrictions, please refer them to your contract manager.

10. **Contractor Activity Report**

Please see the sample of Contractor HAVA Activity Report located on the following page.

SSTATE OF CALIFORNIA - SECRETARY OF STATE

SECRETARY OF STATE

CONTRACTOR HAVA ACTIVITY REPORT

NAME														COMPANY NAME														Month/Year		HAVA Coordinator's Approval							
Contract Number:														Location (Sacto/SF/LA/SD)																							
HAVA ACTIVITY HOURS																																PROGRAM TIME REPORTING					
	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1		DELIVERABLE NAME	ORG	HOURS
1																																			(Taken from proposal and contract)		0.0
2																																				0.0	
3																																				0.0	
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MONTHLY TOTAL 0.00																																					
SIGNATURE OF CONTRACTOR																						DATE												DATE			

ATTACHMENT A – SCOPE OF WORK

1.0 PURPOSE

This Statement of Work (SOW) reflects the services and deliverables to be provided by the Project Management (PM) contractor, hereinafter referred to as “Contractor,” while serving as the PM consultant to the Secretary of State, hereinafter referred to as “SOS” for the VoteCal Statewide Voter Registration Database project. This final SOW will be governed by and incorporate the terms and conditions of the California Multiple Award Schedules (MSA) for Information Technology (IT) Consulting Services.

The SOS Information Technology Division (ITD) is seeking a Project Manager for the HAVA Statewide Voter Registration Database Project. Although not required, a Project Management Professional (PMP) certification is desirable. The Project Manager will coordinate with the SOS’ Project Management Office and SOS HAVA Statewide Voter Registration Database System Integration contractor project manager as well as manage the ITD project tasks and resources to ensure successful completion of all project deliverables.

The SOS has also engaged separate contractors for System Integration (SI), Independent Verification and Validation (IV&V) and Independent Project Oversight Consultants (IPOC). Contractors and their subcontractors who are awarded one of these contracts are prohibited by conflict of interest guidelines from engaging for other contracts related to this project.

2.0 BACKGROUND

On October 29, 2002, the Help America Vote Act (HAVA) adopted by Congress became law. HAVA mandates that each state implement a uniform, centralized, interactive, computerized voter registration database that is defined, maintained and administered at the state level. The Secretary of State’s office has initiated a project called the HAVA Statewide Voter Registration Database Project to develop operational capabilities to meet the requirements of HAVA.

HAVA requires a database, which must contain the name and registration information of every legally registered active or inactive voter in the state. Unlike the current Calvoter database, this system will constitute the official record of all registered voters. It must serve as the single system for storing and managing the official list of registered voters in the state. In addition, it must be the official registration list for conducting all federal elections, which occur in June and November of every even-numbered year, in addition to every February in every even-numbered year divisible by four, and whenever a midterm vacancy occurs in a federal office.

HAVA also imposes new requirements on voters, state and local elections officials, DMV, the California Department of Corrections (CDC), and the Department of Health Services (DHS).

3.0 DESCRIPTION OF PROJECT TO BE OVERSEEN

This project will develop a Statewide Voter Registration database and system that is fully compliant with the requirements of the 2002 Help America Vote Act (HAVA). This system will be a single, uniform, official, centralized, interactive and secure computerized statewide voter registration list defined, maintained and administered at the State level that will serve as the official list of registered voters for the conduct of all elections.

As required by HAVA, the system must include electronic data interfaces for exchange of data with the Department of Corrections, the Department of Health Services, the Department of Motor Vehicles, as well as other state agencies. The system must also be compliant with California's "motor voter" law seeking voter registrations when individuals visit or do business at DMV offices. It will also include an interface with the Department of Motor Vehicles for verification of registrant identity, including Driver's License or State ID number and the last four digits of the Social Security number as required by HAVA.

The system will include an interface for county/local elections management software/systems to add, delete and update voter registration and related data electronically. That interface will also allow electronic read access to the voter registration and related data for use by the county/local election management systems. There will be an additional graphical user interface for county/local election officials to add, delete, update and review voter registration and related data manually.

Lastly, there will be a secure Internet web-based interface for the public such that individuals can access only their personal voter data, including but not limited to:

- Current registration and party affiliation
- Assigned precinct and polling place
- The political jurisdictions in which the voter resides
- The upcoming local elections for that voter, as well as historic local elections for that voter's jurisdictions.
- Sample ballot and voting system instructions for upcoming elections

The project has been undertaken as a business-based procurement for a system integrator which will perform all development and implementation tasks and will be responsible for providing and installing all hardware and software. The project has been approved to proceed through the procurement phase, but must obtain separate approval before award of the contract for the system integrator.

4.0 SCOPE OF WORK (SOW)

The offeror winning this contract will:

- provide the full scope of industry-standard PM practices and deliverables;
- manage the Systems Integration contractor's development and implementation of the SI contract deliverables;
- coordinate SOS organizational change activities to dovetail with contractor's activities related to system acceptance and production implementation;
- coordinate with a wide variety of project stakeholders including SOS executives, contractor managers and staff, independently elected registrars of voters, counties' Elections Management System vendors, independent project oversight consultants, independent validation and verification consultants, CA state control agencies (DGS, DOF, OCIO), the Legislature, and SOS staff and vendors.

This position will report directly to the SOS Project Director.

Project Manager Qualifications

Required:

The successful candidate for this position must have the following specific skills and experiences to assure project success:

- The Project Manager must have proven experience managing multidisciplinary teams that include technical and business staff, consultants, and stakeholders (including SOS executives, contractor managers and staff, independently elected registrars of voters, counties' Elections Management System vendors, independent project oversight consultants, independent validation and verification consultants, CA state control agencies (DGS, DOF, OCIO), the Legislature, and SOS staff and vendors).
- The Project Manager must have proven experience preparing PMBOK-related project plans, schedules, issue and risk management response plans, budget projects and revisions, and other standard project management elements listed below in the Duties section. The Project Manager must provide *with their proposal* copies of PM deliverables they personally prepared or edited (not just supervised the development of) as evidence of their mastery of PMI methods. If the candidate has previously applied IEEE or COBIT industry standards to project management, these may be substituted as PM examples.
- The Project Manager must have proven experience in the role of Project Manager on at least two projects of similar size and complexity. The referenced PM roles must have been as the primary project manager, not as a sub-manager

or in a lead capacity. The PM must demonstrate experience in all aspects of managing a project – from project start to finish – even if not all on one project. At least one of the comparable projects must have been for a CA state agency within the last 10 years.

- The Project Manager must have proven experience as the Project Manager on a large scale, integration project that contracted systems development and integration to a separate company. The Project Manager's scope of responsibility for that project must have included management of the SI vendor.
- The Project Manager must have proven experience managing projects that involve consolidation of data from remote entities into a centralized database of similar size and confidentiality.
- The Project Manager must have proven experience managing development and integration projects that involve 24/7 online, high volume applications that are based on confidential data.
- The Project Manager must have proven experience planning and managing projects involving multiple tier application system development, integration and deployment of equivalent scope and complexity.
- The Project Manager must possess a valid PMP certificate.
- The Project Manager Must be skilled using Microsoft Project and Microsoft Office productivity tools to produce and edit PMI methods-related deliverables.

Preferred

The following specific skills and experiences are preferred for the successful candidate for this position:

- The Project Manager should have knowledge of the design, development, and operational impacts of the following:
 - Security issues related to databases containing personal information and accessible on the internet,
 - Availability, backup, recovery, and data integrity issues of 24/7 systems, and
 - Performance issues related to very large databases and high volume online systems.
- The Project Manager should be knowledgeable of the systems development methods, security, and data management/data integrity issues related to confidential and sensitive data.

- The Project Manager should have knowledge of Joint Application Development (JAD) techniques to fully define the system requirements and identify those issues that need management attention.
- The Project Manager should have knowledge of the use of Rapid Application Development (RAD) techniques and prototyping to expedite system development.
- The Project Manager should have familiarity with IPOC and IV&V oversight services and how these services collaborate to ensure successful project outcomes.

Position Duties

The Project Manager will oversee the following HAVA Statewide Voter Registration Database project management elements:

1. Project Management Plan management and execution involving:
 - a. Create the Project Plan and WBS
 - b. Manage project requirements
 - c. Control of project limitations and exclusions
 - d. Adhere to project WBS requirements / deliverables
 - e. Control and tracking of work authorizations
 - f. Provide status reports on a regular scheduled basis
 - g. Manage project deliverables identifying which deliverables have been accomplished and which have not, to what extent quality standards are being met, what costs have been incurred or committed, etc.
 - h. Control and tracking of all change requests
 - i. Control of project scope
2. Project cost management involving:
 - a. Resource planning
 - b. Cost estimating
 - c. Project expenditure tracking
 - d. Executive project cost summary reports
3. Project schedule management involving:
 - a. Assist in deploying project management tools
 - b. Task activity estimating
 - c. Project schedule planning
 - d. Definition and adherence to project milestones

4. Project quality management to insure adequate quality oversight of:
 - a. Client end products
 - b. Project management structure successes and requirements for change
 - c. Technical processes and methodologies for design and development
 - d. Standards measuring the successful completion of all tasks and deliverables
5. Resource management issues involving:
 - a. Project team roles & responsibilities
 - b. Team member assignments
 - c. Project resource histogram showing which resources are required at various periods of time during the project
6. Risk management and Issues management involving
 - a. Identifying and evaluating,
 - b. Prioritizing,
 - c. Monitoring and reporting, and
 - d. Resolving internal and external project risks and issues.
7. Change Control management to ensure:
 - a. Integrity of the performance measurement baselines- all approved changes should be reflected in the project plan.
 - b. Insuring that changes to the product scope are reflected in the definition of the project scope.
 - c. Coordinating changes across knowledge areas.
 - d. Understanding the impact of the changes.
 - e. Tracking of cost variances from original baseline project costs and that changes are recorded accurately in the cost baseline.
 - f. Prevention of incorrect, inappropriate, or unauthorized changes from being included in the baseline.
8. Team communications involving the collection and dissemination of project information.
9. Transfer of knowledge and documentation to SOS staff to be used to develop the Post Implementation Evaluation Report (PIER).

5.0 PROJECT STRUCTURE

5.1 Project Duration

The overall project is expected to complete in December 2012; the project manager engaged through this procurement will continue to that date. (The SOS intends to extend this contract once the Department of General Services has extended the Master Services Agreement.)

5.2 Travel

In-state travel may be required under this agreement. In the event travel is necessary, SOS will compensate the vendor for all travel costs as required in the completion of the assigned tasks. All travel costs will be reimbursed in accordance with the following:

- Travel expenses will be charged utilizing current State rates.
- Travel expenses will be submitted by invoice with associated consultant fees to the SOS for reimbursement.
- All travel will be approved by SOS in advance of such travel.

5.3 Issue Escalation and Point of Contact

The SOS Project Director is the initial point of contact for issues regarding this project.

5.4 Issue Resolution

When a problem or issue arises, the Contractor will immediately report it to the SOS Project Director. Escalation of unresolved issues is the responsibility of the SOS Project Director.

5.5 Controls

In completing the tasks within this scope of work, the Contractor will comply with the following standards:

- Contractor shall follow project management industry standards (i.e. PMBOK®).
- The State Information Management Manual Project Oversight Framework.
- State policies in place as of March 2006, when the project was approved.

5.6 Change Control

If unanticipated changes of the Contractor's approved project management plan and schedule are required during the course of the project, the Contractor shall document the changes in a Change Control Document. The Contractor shall request approval of each change in writing from the SOS Project Director. At the time the Contractor or SOS identifies an unavoidable change that will require modification of the baseline project plan or other issues materially affecting the project plan, all work shall stop on the impacted objective until the changes are approved.

5.7 Knowledge and Abilities

The Contractor shall provide qualified personnel to perform the work necessary to accomplish the tasks defined above. Contractor personnel for this work must have performed in this role for at least one project of similar size, type and complexity. SOS must approve all Contractor resources.

5.8 Contractor Facilities

SOS expects Contractor staff to perform most work related to this engagement on-site at the SOS Sacramento office. The Contractor should provide a listing of requirements for SOS supplied space and equipment. SOS will provide networked desktop computers for the Contractor staff to use for this engagement. These computers will have Microsoft Windows 2000 Professional, Microsoft Project 2000, Microsoft Office 2000, and Microsoft Outlook, and other supportive software installed.

5.9 Project Updates, Status Reports, and Meetings

The Contractor will attend and report status at a weekly project status meeting with the Project's Executive Steering Committee and SOS Project Director. The Contractor will also submit monthly written status reports to the SOS Executive Steering Committee and SOS Project Director. Additionally, the Contractor will update the project work schedule when the schedule has changed by more than 10 percent.

5.10 Key Contractor Personnel

The Contractor shall identify the lead and any supporting personnel who will be responsible for the completion of all tasks during the engagement including a statement defining each individual's qualifications and a corresponding resume. The Contractor will also identify an Engagement Manager in their organization that will provide oversight and guidance for the Contractor staff assigned to this project. The Contractor's Engagement Manager will be SOS' point of contact regarding any issues that arise concerning the engagement. The Contractor's Engagement Manager will also review all deliverables for quality and conformance to this SOW before they are submitted to SOS.

Personnel commitments made in the Contractor's offer shall not be changed without prior written approval of SOS unless caused by the resignation or incapacity of the named individual. Staffing shall include these named individuals at the levels of effort proposed. SOS shall approve in advance and in writing any permanent or temporary changes to the Contractor's key personnel (project team). In addition to these key staff, the Contractor shall supply suitably knowledgeable staff necessary to complete the required deliverables within the Contractor's proposed timeframes. SOS reserves the right to require the removal of any member of the Contractor's staff from the project.

5.11 Personnel and Rates

The offer must include a listing of the personnel who will perform each task described in this RFP and their salary rate. The State will be notified in writing of any changes in the personnel assigned to this task. For those individuals indicated as "key personnel" the procedures specified in Section 6.9 shall be followed when personnel changes occur.

SOS reserves the right to redirect the resources within the contract by modifying the total number of hours per task in accordance with the Change Control Process.

5.12 Project Budget

SOS reserves the right to change the total number of hours per task on an as-needed basis in accordance with the change management control process, provided that the total cost of this contract does not exceed the maximum amount proposed and accepted for the project size estimated in the FSR. In particular, the SOS will work with the Contractor to revise the project work plan and estimated hours per task after completion of the procurement for the system integration contractor.

5.13 Invoices and Payment

The Contractor agrees to submit monthly invoices identifying hours charged by each consultant and the hours per task for each consultant staff person. SOS will pay the invoice only upon acceptance and approval of any related deliverables and upon satisfactory progress in the agreed upon work plan and schedule meeting all the requirements of this contract.

5.14 Failure to Perform

Contractor assumes all liability for performance of this contract and all subcontracts executed pursuant to or funded by this Contract, and hereby agrees to this Contract for Project Management Services as listed.

Further, the Contractor assumes full liability for and agrees to reimburse the State for Contractor's or any of Contractor's sub-Contractors' failure to comply with any term or condition of this Contract. Contractor shall assure that subcontracts are administered in accordance with this Contract, with any rules and regulations and with any amendments or changes thereto. Contractor agrees that SOS or its designated agent has full recourse against the Contractor for the failure to perform all or any part of this Contract.

Failure to meet on-site attendance requirements, and provide acceptable deliverables, milestones and status reports on time may subject Contractor to possible delay of payment and/or SOS pursuing remedies under this Contract in accordance with the General Provisions.

5.15 Acceptance of Deliverables and Milestones

All deliverables will be reviewed and approved by SOS. Deliverable due dates will reflect those approved in the Contractor's plan and schedule.

5.16 Standards and Policies

The Contractor shall adhere to SOS' minimum required IT standards, guidelines and policies. Contracted staff is expected to abide by the same standards and policies as

State staff. The following regulations, standards, guidelines and policies serve as the minimum criteria for quality assurance management. These documents are:

- State Information Management Manual Project Oversight Framework and policies.
- SOS Statewide Voter Registration Database Project Charter and Feasibility Study Report (as amended by the last available Special Project Report [SPR]).
- SOS policies: Information Security, Internet, Drug-Free Workplace, and Sexual Harassment.

ATTACHMENT B – COST WORKSHEET

Offerors will use this document to prepare their corresponding document. Types of classifications will vary depending on the project

Job Title or Classification	Hours	Rate Per Hour	Extended Total	Task # or Name
Senior Project Manager				
Project Manager				
Sr. Tech. Lead				
Technical Lead				
Application Analyst				
Systems Analyst				
Sr. Programmer				
Staff Programmer				
Assoc. Programmer				
Instructor				

Subtotal \$ _____

Other Costs, Travel, (if allowed) etc. + _____

Total Costs \$ _____